

STANDARDS

The Foundation for Interoperability

COMMUNICATIONS AND WORK FORCE AWARENESS PLAN FOR THE NCGIS

September 2004



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1. INTRODUCTION

The National Center for Geospatial Intelligence Standards (NCGIS) requires an effective outreach program to communicate its goals, programs, and activities. The Center will, therefore, actively identify and engage in outreach activities that promote awareness and understanding of geospatial intelligence (GEOINT) standards, facilitate the use of those standards, foster communications, and establish and strengthen mutually beneficial internal and external relationships. Specifically, the NCGIS will:

- Communicate, promote, and advocate the NCGIS mission and its goals, programs, and services to internal and external customers and partners
- Promote standards and their importance to system and data interoperability
- Proactively engage internal and external community members in standards development and implementation issues and activities
- Develop educational and promotional materials
- Provide and support professional and educational programs and activities
- Foster educational and training opportunities

1.1 BACKGROUND

The NCGIS was formed to effectively exercise the leadership responsibilities of the Director of the National Geospatial-Intelligence Agency (NGA) as Functional Manager for GEOINT standards for the National System for Geospatial-Intelligence (NSG). It was established to manage and coordinate GEOINT standards activities and to serve as the standards advocate for the NSG community. The [Program Management Overview for the NCGIS](#) outlines the NCGIS actions for building a viable and effective Geospatial Intelligence Standards Program. In that overview, NCGIS outreach activities were recognized as a key component of the Geospatial Intelligence Standards Program. A number of related actions were identified to enable communication of NCGIS information and standards activities and provide educational and training opportunities. This plan specifically describes how those actions will be implemented.

1.2 PURPOSE

The purpose of the NCGIS Communication and Workforce Awareness Plan is to document the NCGIS communications strategy. The plan documents the NCGIS communications media and processes that will be used and the program assessment measures that will be needed. It represents an overall coordinated approach to communicating the activities of the Geospatial Intelligence Standards Program and enhancing standards awareness and use within the NSG community.

1.3 GOALS AND OBJECTIVES

The activities documented in the NCGIS Communication and Workforce Awareness Plan will foster an awareness of the NCGIS, increase knowledge of GEOINT standards and how they are used, and facilitate communications between the NCGIS and its internal and external partners and customers. The plan supports the goals and objectives of the NCGIS as outlined in the [Strategic Overview for the NCGIS](#).

1.4 SCOPE

NCGIS outreach focuses on activities that communicate the mission, goals, and specific activities of the NCGIS, as well as increase the general awareness of GEOINT standards and the role they play. The target audience for NCGIS communications and awareness activities extends to NGA and its NSG partners, as well as to commercial, academic, and external standards communities as appropriate. NCGIS communication and awareness activities are conducted within the policy and guidelines provided by NGA, the Department of Defense (DoD), and the Intelligence Community (IC).

1.5 PRINCIPLES

The following principles guide all communications activities:

- Alignment with corporate policies. All official NCGIS communications activities will support the NGA corporate message, as well as the standards related policies of the Federal government, DoD, and IC.
- Consistent message. NCGIS personnel will maintain awareness of NCGIS activities and issue positions in order to communicate mutually supportive and consistent information to internal and external customers and partners.
- Focused communications. NCGIS communications activities will be optimized through an understanding of the purpose for the communications, the target audience, and the message that the audience should take away.
- Keep it simple. NCGIS communications will be expressed in a manner that is precise, to the point, and not unnecessarily complex for the audience.

1.6 DOCUMENT ORGANIZATION

This document consists of the following sections:

- Section 1: Introduction - provides the background, purpose, goals and objectives, and scope of this document
- Section 2: Communications Strategy – describes the message, audience, workforce participation, and specific activities of the NCGIS
- Section 3: Communications Media – identifies and describes the various communications formats that will be used by the NCGIS
- Section 4: Communications Processes – identifies key processes and roles and responsibilities involved in outreach activities and in developing and releasing communications materials
- Section 5: Assessing Program Effectiveness – outlines potential methods for assessing the effectiveness and success of NCGIS outreach activities and materials in meeting NCGIS goals
- Section 6: Game Plan – high-level timeline for implementing
- Section 7: Reference Documents – lists pertinent NGA and external policy and guideline documentation

2. COMMUNICATIONS STRATEGY

This section highlights the major objectives and strategies of the NCGIS communications and awareness activities. It does not define the specific content of the message, which is left to the communicator.

2.1 THE MESSAGE

The NCGIS will communicate its mission and goals, specific activities, key standards policies, and the benefits of GEOINT standards. The NCGIS will be called upon to produce and deliver different messages to different people for different purposes, so all communications must be tailored to contain the appropriate level of detail, meet the needs of the audience, and produce the desired outcome. By following the key principles outlined above, an *accurate, clear, and consistent* message can be delivered in all types of communications. All messages should highlight the benefits of GEOINT standards.

Communications are not, however, a one-way activity, and the NCGIS must establish mechanisms for meaningful community dialog and allow the NSG Community to communicate information, requirements, concerns, and issues to the NCGIS.

The Basic Message:

- The NGA acts as Functional Manager for Geospatial Intelligence Standards
- The NCGIS is the designated focal point for GEOINT standards issues and is responsible for implementing geospatial intelligence standards management policy
- GEOINT standards benefit the NGA workforce and NSG customers and partners

2.1.1 Visual Identity

Visual identities can be powerful messengers. The NCGIS visual identity, i.e., the NCGIS logo and motto (“Standards: The Foundation for Interoperability”) shown in Figure 2.11, builds name recognition for the Center and the Geospatial Intelligence Standards Program. The logo and motto express and disseminate, in themselves, a message. Marketing materials containing the logo and motto, such as mugs, pens, note pad, etc., will be created and distributed to internal and external personnel to establish identity and awareness. The NCGIS visual identity will appear on all NCGIS presentation materials, print media, and web pages, except where the NGA logo takes precedence. It is not necessary to include the visual identity on e-mail traffic or internal announcements. In all cases, the presentation standards set by NGA’s Office of Corporate Relations (OCR) must be followed.



Figure 2.1.1 – 1 NCGIS Visual Identifier

2.1.2 NCGIS Goals, Activities, Processes, and Services

The NCGIS must effectively communicate its goals, specific activities, standards processes, and the services it provides. The NCGIS is also responsible for identifying and conveying relevant standards policies. Effective communications in these areas will increase awareness of the existence of the NCGIS, establish the credibility of the NCGIS as the focal point for GEOINT standards, and enable informed decision making processes to take place. The NCGIS will keep internal and external customers and partners fully informed on relevant GEOINT standards and the benefits of their implementation for NGA and the NSG

2.1.3 NCGIS Milestones

The NCGIS will announce, via appropriate communications media, all major program and standardization milestones and accomplishments. These include the adoption of new standards, changes in the Geospatial Intelligence Standards Program, and special calls for information and data, including calls for the review of standards under development.

2.1.4 Benefits of Standards

For the NCGIS and the Geospatial Intelligence Standards Program to be successful, it must be able to articulate why GEOINT standards are important and what the immediate and potential payback is for their use. The benefits of standards for *NGA's workforce*, the *developers of the enterprise architecture*, and *external NSG customers and partners* will be a theme carried out in all NCGIS communication and awareness activities.

2.1.4.1 Workforce Benefits

An efficient and productive workforce is dependent on standards in many ways. The uses and benefits of these standards often go unseen, as their presence is usually invisible to those using them. Increasing the awareness of the important role that GEOINT standards play in the daily accomplishments of NGA's workforce is critical to the success of the NCGIS and the Geospatial Intelligence Standards Program. Benefits such as increased and more efficient access to data, improved productivity, and ease of disseminating and sharing geospatial information, will be highlighted in program communications. Promoting an understanding of GEOINT standards and their benefits will create an informed workforce that will be encouraged to interact with and support the activities of NCGIS.

2.1.4.2 Benefits for Developers of the Enterprise Architecture

NGA's key personnel and primary contractors for enterprise engineering and systems development benefit from the availability of GEOINT standards that align with and support standardized commercial off-the-shelf (SCOTS) solutions. Using appropriate GEOINT standards may reduce acquisition risks, minimize necessary research and development, enable rapid technology insertion, and generally reduce costs. In interfacing with enterprise engineering and systems development personnel, the NCGIS will promote the awareness and benefits of using available and future GEOINT standards. Benefits awareness will promote the selection of appropriate GEOINT standards, recognition of those standards in contracting statements of work, and implementation of those standards through system acquisitions.

2.1.4.3 NSG Community Benefits

As Functional Manager for GEOINT standards across the DoD and IC, NGA plays a leadership role in managing the development and implementation of standards for imagery, imagery intelligence, and geospatial information. The NCGIS has been tasked as the coordinating body within NGA for GEOINT standards. Communicating the benefits of GEOINT standards to the NSG community is paramount to providing effective leadership in this area. Enabling interoperability, which results in effective, timely, and affordable GEOINT, is a major community benefit of the use of common geospatial data standards that support SCOTS solutions. These benefits will be a recurring theme in communication with the NSG community.

2.2 THE AUDIENCE

Communications will be tailored to meet NCGIS objectives, as well as the needs of the target audience. For internal and external audiences, NCGIS personnel will determine the appropriate media to use to send the appropriate message in the appropriate forum. Internal and external communications generally will fall into the following categories or venues:

- Information – to elevate awareness of the NCGIS, GEOINT standards, and standards policies and processes
- Collaboration – activities in which NCGIS personnel participate and work with other NGA personnel to generate best solutions for the NSG
- Advocacy and Decision Making – to present a point of view and persuade an audience to support NCGIS activities and /or adopt a position on standards issues advantageous to the NSG

2.2.1 Internal Audience

NGA's workforce represents the internal audience for the NCGIS and includes the following:

- Senior management
- NGA internal governance bodies (NGA Corporate Board (NCB), including Executive Leadership Group (ELG), Senior Leadership Group (SLG), councils and boards of the Key Components (KC), and the Enterprise Architecture Council (EAC))

- Enterprise Architecture and Engineering Division, Office of Strategic Transformation (OST)
- Enterprise Engineering and GeoScout contracts
- Project groups (acquisition, requirements, source, motion imagery, still imagery)
- Office of Geospatial Intelligence Management (OGM)
- NGA Support Teams (NSTs)
- NGA subject matter experts and standards users
- NGA representatives in external standards forums

2.2.2 External Audience

The following represent NCGIS's external audience:

- NGA external governance bodies (NSG Community Fora, including Geospatial Intelligence Council (GIC), Geospatial Intelligence Board (GIB), and functional committees chaired by NGA)
- DoD Services, Commands, and Agencies
- Intelligence Agencies (NRO, CIA, NSA, DIA, etc.)
- Federal civil agencies (Federal Geographic Data Committee (FGDC) and its member agencies)
- Coalition partners
- Non-government standards bodies
- Industry
- Academia
- Public

2.3 WORKFORCE AWARENESS AND PARTICIPATION

Workforce awareness of the NCGIS and NSG endorsed GEOINT standards and the benefits they accrue are key to informed decision-making and enterprise-wide implementation of GEOINT standards. NCGIS communications will foster general awareness and encourage participation by NGA and other agency personnel in a variety of standards activities. These communications will encourage participation in collaborative and decision-making forums, standards development bodies, internal and external professional forums, and education and training opportunities. Fostering the support and participation of personnel such as standards subject matter experts, enterprise engineers, systems developers, and NSG system users, is critical to the success of the NCGIS.

2.4 NCGIS ACTIVITIES

The NCGIS will conduct a variety of activities that present opportunities to communicate a message on GEOINT standards. NCGIS activities will encompass all target audiences, and communications will be optimized for each. NCGIS personnel will select the appropriate media to use in each situation. The major activities that will require communications resources are listed below.

2.4.1 Briefings

The most common communications activity will be briefings given by NCGIS personnel. These will take place in a variety of internal and external settings and for a variety of purposes. Briefing slides will be the primary media used. Other communications materials, such as fact sheets and the NCGIS brochure may also be distributed at these events.

2.4.2 NSG Community Site Visits

The NCGIS will conduct a number of site visits each year to other NGA, DoD, and IC office sites. Site visits, such as to the Services and Commands, to conduct briefings and discussions on standards goals, requirements, and activities are a mechanism to disseminate and collect timely and accurate information in geographically dispersed sites, as well as a way to encourage participation and buy-in by all community members. Face-to-face meetings with community members are important and necessary activities to establishing and maintaining organizational relationships. Briefing slides, fact sheets, and brochures will be the primary media used. The NCGIS will work with the NGA Support Teams, where appropriate, to coordinate many of these activities.

2.4.3 Participation in Government Forums

The NCGIS will participate in a number of federal government forums, such as internal and external NGA governance bodies, government standards organizations, and government sponsored conferences, workshops, and symposiums to promote the use of GEOINT standards. Government agency forums provide opportunities to communicate with internal and external organizations and strengthen these relationships with the NCGIS. Briefing slides, fact sheets, and brochures will be the primary media used to communicate about the NCGIS and the Geospatial Intelligence Standards Program.

2.4.4 Participation in External Technical and Professional Forums

Professional and technical conferences, workshops, and symposiums provide an opportunity for the NCGIS to interact with the GEOINT, information technology, and standards community, sharing experiences and gaining knowledge on current and future trends. They also present opportunities to increase awareness of the NCGIS and the Geospatial Intelligence Standards Program. The NCGIS should participate and encourage NSG community participation in key events of this kind. Participation can take the form of presentations, panel discussions, training sessions, and exhibit booths, posters, etc. The NCGIS may also sponsor or conduct standards user conferences when appropriate.

2.4.5 Training and Educational Sessions

The promotion of general and specific standards education and training is an important support function that the NCGIS will perform. The NCGIS will make its internal and external customers and partners aware of training and educational opportunities related to GEOINT standards. It may also sponsor or develop training sessions on standards and standards tools, either using web-based learning programs, through classroom sessions offered through NGA's

educational programs, and/or through the development of training materials. The NCGIS will also consider opportunities to work with academia, for example, providing speakers for on-campus seminars, working with the military academies to introduce GEOINT standards into their curriculum, and sponsoring a NGA internship program in standards (e.g., sponsor a military academy student for a summer).

2.4.6 Open Houses

The NCGIS may host an open house for standards or participate in open house activities sponsored by NGA. These will provide the NCGIS with the opportunity to interact with the workforce and give the workforce the opportunity to obtain information about the NCGIS and the Geospatial Intelligence Standards Program.

2.4.7 Recognition Program

The NCGIS will consider establishing a recognition program that will identify and reward individuals and organizations for their work in supporting the development and implementation of GEOINT standards.

3. COMMUNICATIONS MEDIA

A variety of electronic and hardcopy media will be used in the development and dissemination of materials to support the communications activities of the NCGIS. NCGIS personnel will determine the most appropriate media to use for the audience and the forum.

3.1 E-MAIL

E-mail can be a very effective way to communicate information to a broad audience at one time. E-mail communications can be sent to audiences internal and external to the NGA. The NCGIS maintains an e-mail box on the SBU and NGANet systems. These can be used by internal as well as external customers to send mail to the NCGIS. The NCGIS monitors these boxes for correspondence and will respond as soon as possible to customer requests. The SBU e-mail address is NCGIS-mail@nga.mil.

3.1.1 Internal NGA

NGA-wide e-mail messages are generally discouraged. For NGA-wide messages, the NGA corporate bulletin board on the NGA internal website should be used.. E-mail, however, is appropriate and effective in sending messages to targeted audiences within NGA. Consideration must be given as to whether to communicate via the SBU or NGANet systems. The security level of the message should determine which system is used. The accesses of the target audience should also be considered.

2.2.2 External

External e-mail messages can be sent to individuals or groups on either the SBU or NGANet systems. The NCGIS will determine and maintain different mailing lists for different sets of users. E-mail reflector lists will be created as necessary to promote on-line discussions.

3.2 WEB SITES

As with e-mail, the web provides an electronic medium that can quickly reach large numbers of people and organizations. The NCGIS will create its own web pages on the NGA website and will also use other NGA website broadcast mechanisms and other organizations' web sites to raise visibility of and promote the Geospatial Intelligence Standards Program. The NCGIS web pages will be maintained on the SBU (intranet and extranet) and NGANet (JWICS) systems. Some NCGIS website pages and materials may be restricted to intranet access only on each of these systems.

3.2.1 NCGIS Web Pages

The NCGIS web pages on the NGA website will provide NGA and its community members, access to the latest information on GEOINT standards. It will serve as the repository for program information, the NCGIS standards knowledge base (SKB), listings of GEOINT standards, and related standards information and activities, thus providing one-stop shopping. These web services may also evolve to include interactive participation on standards related matters. The NCGIS web pages will include the following:

- Information on the NCGIS
- GEOINT standards registry
- NCGIS documents, such as fact sheets, brochures, and briefing slides
- Policies, guidelines, and processes
- Links to pertinent standards organizations and standards related activities
- Educational and training opportunities
- Calendar of upcoming events
- Points of contact

The NCGIS web pages will conform to the NGA corporate guidelines for web page development. Web information will be posted at the highest classification level, with minimum duplication of information between the external and internal segments of the SBU and NGANet systems. The NCGIS will ensure that the materials posted on the website are as up-to-date as possible and will continue to refine the design and organization of the site to meet customers' needs. OCR must approve for public release all information posted to the NCGIS public web site.

3.2.2 NGA Web Pages

In addition to posting information on its own web pages, the NCGIS will also make use of the information broadcast services offered by the NGA web site. The NGA web site on the SBU and NGANet systems provides information of importance to internal personnel and external customers and stakeholders. The NCGIS will disseminate announcements and other timecritical information to these user groups the NGA corporate bulletin board and NGA news releases. The NCGIS will submit postings to these services by following established OCR guidelines.

3.2.2.1 NGA Corporate Bulletin Board

The NGA corporate bulletin board (also known as the “splash” page) is an employee information service maintained by OCR that contains topical announcements of interest to NGA personnel. It is the default web page that is activated when NGA employees sign on to their desktop computers. Announcements are posted for one week or until the completion date of an event. The NCGIS will use the corporate bulletin board to disseminate information on special events or milestones related to GEOINT standards.

3.2.2.2 NGA Media Releases

The NGA disseminates official media releases from the Director, NGA to announce key agency news. For example, the establishment of the NCGIS was announced in a media release. These press releases are placed on the NGA external web site. The NCGIS will submit NGA press releases only for major GEOINT standards milestones and occurrences.

3.2.3 Other External Web Sites

Other Federal agencies and non-federal organizations have websites related to standards. The NCGIS will link to these sites from its web pages, as appropriate. In certain cases, the NCGIS will request the placement of a link back to the NCGIS site from other organizations’ sites.

3.3 TELEVISION

3.3.1 NGA Cable Network Broadcasts

Most NGA facilities have televisions strategically located in common use areas and connected to the NGA cable network. This provides the capability to broadcast high quality video programming to a broad NGA audience. NGA’s video program features spot news clips of events around NGA that can be shown on closed circuit television or checked out of NGA reference centers. The NCGIS will work in coordination with OCR to develop a promotional video related to the GEOINT standards program for the airing through the video program.

3.4 ELECTRONIC PRESENTATIONS

The NCGIS will create and deliver electronic presentations to promote the GEOINT standards program and share information within the NGA and across the NSG community.

3.4.1 Video

The NCGIS will produce one or more promotional videos that can be shown at the NCGIS exhibition booth and on the NGA cable network.

3.4.2 Briefing Slides

The NCGIS will develop a common set of briefing slides that will provide a range of information on the NCGIS and GEOINT standards program. Briefing slide materials can be

general in nature or cover specific topics. A library of briefing slides will be maintained and made available to all NCGIS personnel and other users. From this library, NCGIS personnel and others can create tailored messages for specific audiences. Briefing slide format must follow the NGA style template that can be found in the NCGIS shared electronic folder.

3.5 PRINT MEDIA

A wide range of print materials will be used by the NCGIS to communicate GEOINT standards information. All materials released to the public will be cleared by OCR.

3.5.1 NGA Pathfinder Articles

The Pathfinder is an authorized NGA publication that is periodically distributed within and outside of the NGA. The OCR, Public Affairs Division produces this magazine formatted publication. The NCGIS will write and submit topical articles that may be of interest to the *Pathfinder's* internal and external audience. The *Pathfinder Writers Guide* will be followed in developing these articles.

3.5.2 Articles in Other Publications

The NCGIS, with OCR assistance and clearance, will place topical and informational articles in other publications, such as those of technical and professional societies.

3.5.3 Fact Sheets

The NCGIS will create one or more one-page fact sheets that cover general program information and specific GEOINT standards topics. These can easily be distributed to NCGIS visitors, audiences attending NCGIS presentations and at conference exhibit booths, etc.

3.5.4 Brochures

Tri-fold or multi-page brochures will be created in addition to fact sheets for internal and external distribution. These will provide information such as NCGIS mission and goals, services, and contacts. The information included in a brochure should be enduring, i.e., will not change for at least 12 months.

3.5.5 Wall Posters

The NCGIS will prepare posters that can be exhibited in NGA facilities to highlight the NCGIS program or specific events to the NGA workforce or visitors. These may also be used in external poster sessions or at the NCGIS exhibit booth.

3.5.6 NCGIS Information Packets

Packets containing general information will be compiled and contained in a NCGIS folder. They will include the NCGIS brochure, fact sheet, overview briefing, and video (on CD). Packets can be distributed to NCGIS visitors, requesters of information on the NCGIS, and to small briefing audiences.

3.5.7 NGA Dynamic Speakers' Book

The OCR has developed a Dynamic Speakers' Book that is intended as a resource for NGA personnel to review prior to any speaking engagement, public appearance, group gathering, or other function where NGA is being represented. Core resource documents, such as the NGA Statement of Strategic Intent, are included, as well as corporate messages on various topics. NCGIS personnel are asked to review these materials and take them along when they are speaking on behalf the NCGIS and NGA. The NCGIS will also provide appropriate materials about the Center and GEOINT standards for inclusion in the kit.

3.5.8 Conference Exhibit Booth

The NCGIS will use a stand-alone exhibit booth that can be easily shipped and assembled at technical and professional conferences. The exhibition set up will be used to display NCGIS posters, fact sheets, brochures, videos, and marketing items.

3.5.9 Marketing Materials

The NCGIS will have a variety of objects created as promotional items for distribution at various functions. The objects, such as notepads, pens, bookmarks, mugs, etc., will show the NCGIS motto and/or logo and website URL or phone number.

3.5.10 Training and Educational Materials

The NCGIS will create any training materials that may be required to support standards training sessions that it sponsors.

4. COMMUNICATIONS PROCESSES

The Communications Process is one of six processes that the NCGIS has put in place to carry out its business activities in a standard consistent manner.

4.1 PROCESS TRIGGERS

Process triggers are activities that kick-off the creation and delivery of communications products. Elements of this communications and workforce awareness plan will be triggered by either specific events or by regularly scheduled actions.

4.1.1 Event-Driven

Event-driven triggers are specific occurrences that happen on an irregular basis and require communications by the NCGIS using one or more of the above described media. They can be caused by internal or external factors. Examples of trigger events and potential NCGIS responses are shown below:

Event Trigger	Response
Key standards status or event occurrence	NGA corporate bulletin board, NGA press release, NCGIS web announcement ("What's New," web page updates), targeted e-mail
Requests for briefier and/or articles or papers	Briefing slides, article/paper, NCGIS information packet, poster and marketing materials as appropriate, NGA Dynamic Speakers' Book - if external to NGA
Requests for information	NCGIS information packet, briefing materials
Conference exhibit booth	Video, brochure, fact sheet, posters, marketing materials, strategic documents, NCGIS web announcement ("What's New," NCGIS Calendar)
Changes to the SKB	NCGIS web announcement ("What's New," web page updates), targeted e-mail
Training opportunities	NCGIS web announcement ("What's New," NCGIS Calendar, training page updates), targeted e-mail
Conference or meeting attendance	NCGIS information packet, NCGIS web announcement (NCGIS Calendar)

Table 4.1.1-1 Event-Driven Communications

4.1.2 Time-Driven

Time-driven triggers are events scheduled at regular intervals that require NCGIS communications using one or more of the media described above. Examples of regularly timed triggers and the NCGIS response are shown below:

Time Trigger	Response
Weekly	NCGIS internal reports
Bi-Monthly	"What's New" on NCGIS website
Quarterly	NGA corporate Bulletin Board
Semi Annually	NGA Pathfinder article
Annually	Communications and Awareness Plan/Schedule updated GEOINT Functional Manager's Guide updated

Table 4.1.2-1 Time-Driven Communications

4.2 ROLES AND RESPONSIBILITIES

Personnel in the NCGIS, OST's Transformation Communications Office (OST/TC), and OCR have specific roles to play in the process of developing and delivering communications products.

4.2.1 NCGIS Personnel

NCGIS personnel are the primary authors and conveyors of communications and awareness materials on the NCGIS and Geospatial Intelligence Standards Program. The Director, NCGIS (D/NCGIS), Chief, Geospatial Intelligence Standards Division (D/GIS), and Director, OST

(D/OST) act as oversight managers for all external NCGIS communications. The NCGIS Communications Coordinator is the person within the NCGIS staff support office that is assigned to coordinate external NCGIS communications and awareness activities and materials.

Role	Responsibility
Oversight Managers	<ul style="list-style-type: none"> • Review and approve all external NCGIS communications • Represents NCGIS in standards forums
Communications Coordinator	<ul style="list-style-type: none"> • Coordinate standards activities and development of communications materials • Act as liaison between NCGIS, OST/TC, and OCR • Maintain NCGIS Communications and Workforce Awareness Plan • Represent NCGIS in standards forums
Communicators	<ul style="list-style-type: none"> • Participate in development of standards communication and awareness materials • Represent NCGIS in standards forums

Table 4.2.1-1 NCGIS Roles and Responsibilities

4.2.2 OST Transformation Communications Office (OST/TC)

The OST/TC may provide the following support functions as requested:

- Electronic and print media design and publications services
- Editorial review of materials for editorial correctness and consistency with OST policy and objectives
- Coordination of D/OST and OCR approvals
- Web design and maintenance services

4.2.3 NGA Support Offices

The NGA provides many support services for external NGA communications through the OCR and the Enterprise Operations Directorate (E). Staff members of the OCR provide reviews of communications materials, web site support, and design and publications services. The E Directorate provides technical support and sets standards for the web.

OCR Corporate Communications Division (OCCRN): The OCCRN is the office of primary responsibility for contacts with the media and public. All media and public inquiries must be submitted to the OCCRN Public Affairs Branch (OCCRNP). OCCRNP reviews all materials designated for public release to ensure that it is accurate and timely. Reviews are coordinated with the Office of General Counsel (OGC), Office of International Policy (OIP), and the Security and Installation operations Directorate (SI) to determine legal implications, consistency with NGA's policy guidelines, and security related issues. OCCRNP responsibilities and processes are documented in the *NGA Instruction for Clearance for Public Release (NI 5720.IR7, 05 January 2004)* and *NGA Instruction for Clearance for Media and Public Interaction (NI 5720.3R3, 05 January 2004)*.

OCR Corporate Media Division (OCRM): The OCRM establishes style and format standards for communications materials and provides graphic design, publications services, and web services. OCRM will design and produce products such as facts sheets, brochures, posters, and other electronic and print materials. The OCRM web site lists these services and how to obtain them. Templates for NGA publications, such as news releases, pamphlets, fact sheets, and briefing slide can also be found on the web site.

OCRM also oversees all web page presentations and provides web page design and maintenance support. OCRM acts as the central point of contact for the required review and clearance of all information that is to be released to the public via the public Internet, in accordance with *NGA Instruction for Clearance for Public Release*.

Enterprise Operations Directorate (E): E provides technical guidance to web authors. On their web site they provide general information, processes and instructions for developing and maintaining a NGA web site. The document *NGA Instruction for Preparing Web Pages (NI 8955.5R4, 03 June 2004)* identifies E, OCR, and Chief Information Officer (CIO) responsibilities and the policy and procedures for information dissemination, including a style guide.

4.3 RELEASE AND PUBLICATIONS APPROVAL PROCESS

Standardized processes will be followed in creating and distributing communications materials on the NCGIS and the Geospatial Intelligence Standards Program. NCGIS processes will seamlessly interface with the processes of the OCR in accordance with the responsibilities of each organization, as outlined above.

4.3.1 NCGIS Processes

For all communications that require editorial review, product design, production services, and approval for public release, NCGIS personnel must complete the NCGIS Publications Review and Approval Form. Types of communications for which the review and approval form should be completed include abstracts, articles, papers, pamphlets, fact sheets, speeches, training materials, news releases, broadcast announcements, briefing materials, and videos. The review and approval steps to be followed are described on the reverse of the form. If it is unclear whether a communications requires approval from the D/OST or from OCR, contact the NCGIS communications coordinator.

Figure 4.3.1 –1 shows the activities and processes required to create, edit, review, design, produce and obtain approvals for communications targeted for public release. It also shows the forms required to obtain and track NCGIS approvals and request OST/TC and OCR services. The following are the main activities that take place in order of their general occurrence:

- Communications Creation - writing of communications content, NCGIS may request that OST/TC compose the communications content
- Technical Review - peer reviews of content
- NCGIS Approvals - NCGIS management sign off on content

- Editorial Review - review of conformance to government writing guidelines and format, OST/TC will provide editorial services
- Product Design – selection of media and formatting of content into final product layout, OST/TC or OCRM may provide this service
- D/OST Approval - official OST signoff on content and design, NCGIS may submit the communications material directly or through OST/TC
- OCRNP Release Approval - public release approval, NCGIS may submit the communications material directly or through OST/TC
- Product Creation - final production of communications product, OST/TC or OCRM may provide this service
- Product Dissemination - distribution of communications product through appropriate designated avenues

For communications creation, product design, product creation, and D/OST and OCRNP release approvals, the services of OCRNP, OCRM, and/or OST/TC may be requested. To determine the most expedient avenue, consult with the NCGIS communications coordinator. Submit all requests for OST/TC and OCR services through the NCGIS Communications Coordinator along with the appropriate form(s). The following forms are to be used:

- NCGIS Publications and Approval Form
- OST/TC Product and Service Request Form
- Request For Clearance For Public Release (NGA Form 5230-1)

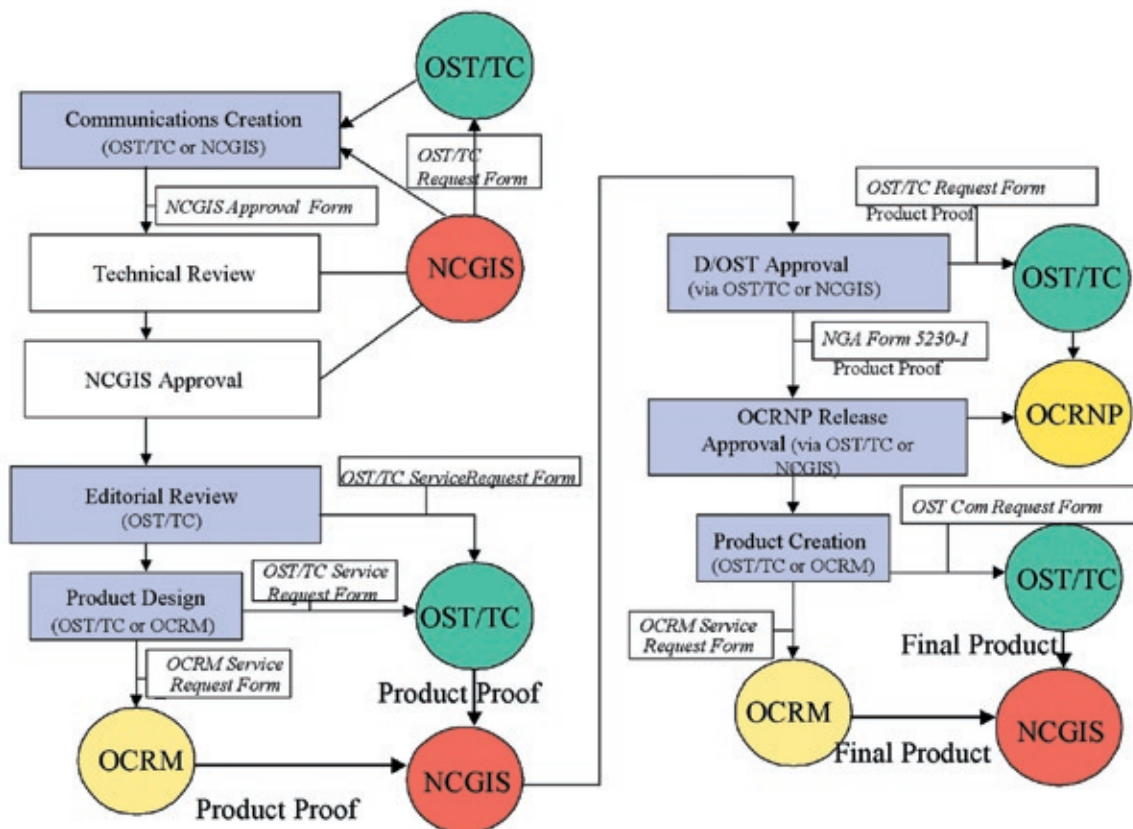


Figure 4.3.1 - 1 Communications Process

4.3.2 OST/TC Processes

The NCGIS will interface with OST/TC and follow their defined processes whenever communications materials are submitted to them for *communications creation, product design, creation of print or electronic media, web services, and approval for public release.*

To access OST/TC services, NCGIS personnel must:

- Complete OST/TC Product and Service Request Form
- Submit request form and the communications materials to OST/TC
- Submit to OST/TC for signoff when appropriate:
 - NCGIS Publications and Approval Form
 - Request For Clearance For Public Release, NGA Form 5230-1

Suggested or mandated changes made by OCR or the D/OST to the content or design of NCGIS materials will be communicated back to the author either by OST/TC or directly from the individual reviewer.

4.3.3 Office of Corporate Relations Processes

OCRM and OCRNP have developed processes for NGA personnel to follow when requesting design, publication and web services, requesting clearance for public release, and submitting media inquiries.

Design and Publications Services: NCGIS personnel will follow the procedures set out by OCRM to obtain these services. If OST/TC acts as liaison between NCGIS and OCRM to produce communications materials, OST/TC will be responsible for completing and submitting the required forms to OCRM. OCRM procedures can be found on the OCR website.

Clearance for Public Release: All communications materials designated for public release must receive clearance from OCRNP after approval from the D/NCGIS. Examples of communications materials includes abstracts, articles, papers, pamphlets, speeches, training materials, news releases, briefings, films, videotapes, compact disks, and information to be released on the public Internet.

To obtain OCRNP approval, NCGIS personnel must:

- Complete the Request For Clearance For Public Release, NGA Form 5230-1
- Complete OST/TC Product and Service Request Form (if using OST/TC services)
- Submit NGA Form 5230-1 and the communications material to the D/OST for approval (OST/TC will do this if using their services)
- Submit NGA Form 5230-1 and the communications material to OCRNP after D/OST approval has been obtained (OST/TC will do this if using their services)

OCRNP will follow the review processes outlined in *NGA Instruction for Clearance for Public Release*. Suggested or mandated changes made during the OCRNP and D/OST review

processes will be communicated back to the NCGIS author either by OST/TC or directly from the individual reviewer.

Web Services: Web services for the NCGIS must be provided in accordance with the responsibilities and processes documented in *NGA Instruction for Preparing Web Pages*. The web-master for NCGIS sites will coordinate with OCRM web services personnel in the presentation and maintenance of NCGIS web materials. For the public release of information on the NCGIS public Internet, the web-master will submit the request and the communications material to OCRNP for processing.

Media and Public Inquiries: NCGIS personnel must refer any media or public inquiries to OCRNP in accordance with OCRNP procedures outlined *NGA Instruction for Clearance for Media and Public Interaction*. Inquiry referrals made to OCRNP by NCGIS personnel must also be reported to the D/NCGIS, NCGIS communications coordinator, and OST/TC. Compliance with *NGA Instruction for Clearance for Public Release* is required before releasing any information in response to an inquiry (see procedures above).

5. ASSESSING PROGRAM EFFECTIVENESS

The NCGIS will measure the effectiveness of its communications program using a set of meaningful program metrics and measurements. The collection, analysis, and use of these metrics will help to adapt and strengthen the communications plan and gauge the success of the program in supporting the goals and objectives of the NCGIS.

5.1 MEASUREMENTS AND METRICS

The NCGIS will track adherence to the time driven requirements identified in section 4.1.2. In addition, the following activities may be tracked:

- Number of information resource materials produced (fact sheets, pamphlets, etc.)
- Number of briefings presented in internal NGA and other government and non-government forums
- Number of conference exhibit booth set-ups

The NCGIS will increase the set of measurements as the Geospatial Intelligence Standards Program grows.

5.2 DATA COLLECTION AND ANALYSIS

The NCGIS will establish a collection mechanism for tracking and baselining the communications metrics and measurements. Measurements will be stored in spreadsheets or in project management tools. The NCGIS may gather customer feedback through such means as customer surveys, web feedback, and anecdotal information.

Collected measurements will be analyzed to determine performance of the NCGIS communications program and trends in the Geospatial Intelligence Standards Program.

5.3 REPORTING AND USE

Internal measures and assessment results will be reported to NCGIS management. These will be used to determine program trends, guide direction of communications program, adapt communications metrics, determine resources and budget, and help develop communications plan and schedule for the next year.

6. REFERENCE DOCUMENTS

The NCGIS created this plan after careful review of existing NGA and OST policies, instructions, and guidelines. Communications and awareness plans of OST's Enterprise Architecture and Engineering Division and that of the National Security Agency were used as models for the NCGIS plan.

6.1 NGA INSTRUCTION AND POLICY DOCUMENTS

1. NI 5720.IR7, NGA Instruction for Clearance for Public Release, 05 January 2004
2. NI 5720.3R3, NGA Instruction for Clearance for Media and Public Interaction, 05 January 2004
3. NI 8955.5R4, NGA Instruction for Preparing Web Pages, 03 June 2004
4. PD 8900R2, Policy Directive for Collection, Exploitation, and Dissemination of Information, 01 November 2001
5. NI 8900.1R3, Information Resource Services, 02 May 2003
6. NI 8955.6 R2, Disclosure and Release of Classified and Unclassified NGA Information, Data, Products, and Records, 06 May 2004

6.2 DOCUMENTS OF THE OFFICE OF STRATEGIC TRANSFORMATION

1. Strategic Overview of the NCGIS
2. Program Management Overview for the NCGIS
3. Communications Plan, Enterprise Architecture and Engineering Division (August 2003)
4. Communications Plan, OST/TC Office

6.3 OTHER DOCUMENTS

National Security Agency/Central Security Services (NSA/CSS) Enterprise Standards Program (NESP) Workforce Awareness Plan (November 2001)

